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17 FEB 1956

MEMORANDUM FOR: Chairman, Executive Committee, IP Career Service Board

SUBJECT : Report on Individual Career Development Planning Program

REFERENCE : Memorandum to the Head of the Intelligence Production Career Service from the Executive Secretary of the CIA Career Council, Subject: same, dated 9 February 1956

1. In accordance with the instructions contained in the reference memorandum, the following statistical report on the Individual Career Development Planning Program of ORR is submitted.

a. There have been no office notices or regulations issued by ORR which establish the development of individual career plans as a requirement for the employees of this Office.

b. Inasmuch as the preparation of individual career plans by employees of ORR has never been required, the establishment of procedures for the preparation, review, approval, and revision of individual career plans has not been necessary. However, items which are related to career planning such as proposals for sponsored training, recommendations for overseas assignment, and certain types of promotion actions are handled by the Career Service Board in the following manner: Generally the proposed recommended action pertaining to an individual is initiated at the Division level and forwarded with appropriate intermediate endorsements through command channels to the AD/RR. If the AD/RR desires Career Service Board recommendations, the item is placed before the Board for consideration in accordance with routine administrative procedure.

c. (1) There have been no formal individual career development plans prepared in writing and approved by the ORR Career Service Board.

(2) There are no individual career development plans currently and formally in process at this time.

(3) There are no formal individual career development plans scheduled by the Career Service Board level for completion.

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d. Since no individual career development plans are required, the reply to all parts of sub-paragraph 3.d. of the reference memorandum is negative.

2. The foregoing report should not be construed as indicating that ORR has not given thought and consideration to the problem of the development of individual written career development plans. On the contrary, career planning has been and continues to be an item of foremost importance to this Office and its Career Service Board. However, a thorough analysis of this problem, at least in its application to ORR, resulted in the unanimous opinion of the Board members that a program which requires the preparation of individual written career development plans is neither workable nor particularly advisable from the management standpoint. Serious consideration must be given and is given by ORR to the development of required professional competency within the various aspects of the ORR's intelligence production responsibilities principally through the sponsoring of individuals to training courses and the assignment of individuals to certain jobs for the purpose of acquiring on-the-job training and experience. This process is exercised by management in conjunction with the known capabilities of the individual, his stated desires and the requirements of the Office to maintain adequate manpower strengths properly to perform its mission. Very often, self-initiated requests for training cannot be granted. It is believed that any official requirement that individual career plans be developed by the individual would be a serious error and would lead only to disillusionment when written and approved plans cannot be realized. On the other hand, we believe that effective career development can be achieved through a cooperatively-arrived-at understanding between supervisor and employee on individual deficiencies, strengths, training or new work experiences needed to take advantage of successive future opportunities for career advancement.

3. The ORR Career Service Board expects to recommend, within the next sixty days, a Career Development Policy which will establish the ORR position that the objectives of career development can be met through the following process:

a. The counseling of individuals by their immediate supervisors regarding their capabilities, performance, aspirations and opportunities.

b. The utilization of position standards and written qualification requirements in planning progression of individuals within the several professional career fields found in ORR.

c. The education of supervisors in ORR in order that they will apply sound management principles in the full utilization and development of the human resources within their areas of responsibility.

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4. The development of an aggressive counseling and placement service within CIA is an integral part of any Agency-wide Career Development Planning Program since it is impossible for any supervisor at any echelon of responsibility to offer positive advice for the development or advancement of an individual within a functional area or career field over which he has no knowledge or management control.



Secretary of the IR Career Service Board

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